

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Comments on Implementation of Glass Ceiling Study

FROM:
E. Page Moffett
Deputy Director of
Congressional Affairs

EXTENSION:

NO.

OCA

DATE

21 August 1992

TO: (Officer's designation, room number, and building)

DATE

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COMMENTS: (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.
Executive Registry

21 AUG 1992

2.

3.
Executive Director

21 AUG 1992

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OCA [redacted]
21 August 1992

MEMORANDUM FOR: Executive Director

FROM: E. Page Moffett
Deputy Director of Congressional Affairs

SUBJECT: Comments on Implementation of Glass
Ceiling Study

1. You asked for our thoughts on the subject study in preparation for the 2 September EXCOM. It seems to me that the recommendations can be placed into four major categories: (a) recommendations that should and can be implemented with the expenditure of minimal resources, (b) recommendations that should be implemented but which will require significant resources, (c) recommendations the implementation of which would raise serious policy, resource, legal or fairness issues, and (d) recommendations which should not be implemented regardless of cost. In reviewing the study, I believe that most of the recommendations fall within the first category and should be implemented as soon as practicable. I will try to point out those recommendations that, in my view, fall within the other three categories.

-- Page 3, second bullet - It is not evident to me that the current Office of EEO lacks the resources to monitor glass ceiling actions. If there is a legitimate need for more positions, where are we going to get them? In this era of tightened budget restraints, additional positions will be very difficult to find. We should carefully examine whether these monitoring functions can be accomplished within the current EEO structure.

-- Page 4, first bullet - I personally think that the Agency does not need a new deputy director for human resources. We already have the EXCOM to review major personnel actions with input from OP, EEO, and the directorate planning staffs. In my experience, the EXCOM is extraordinarily conscious of the human resource implications of its decisions. I am not convinced that another member is needed.

-- Page 5, fourth bullet - I don't understand the mechanism by which "all employees" would evaluate management and unit performance. The group needs to specify how it would be accomplished.

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-- App. A, p. 4, second and fourth bullets - These seem to imply that only minorities and women will receive exchanges or shadowing assignments. While I am not questioning the need to break out of stereotypical assignments, these recommendations seem to establish quotas. I suggest that we need legal guidance on the propriety of these particular recommendations as currently worded.

-- App. B, p. 2, second bullet - It is unclear to me whether there is any value added from compilation of a "Management Tenets" document. Perhaps the DI can comment on their experience.

- App. C, p. 2, second bullet - This seems like overkill to me. I question whether these precepts could say much more than "be fair", "be conscientious", "don't discriminate", etc. Do we really need another set of guidelines?

- App. D, Objective II - This recommendation poses serious resource issues for the Agency. While I support the idea of a Work/Family Center, the proposed "charter" set forth by the Implementation Study Group is quite extensive. Plus, I question whether we have the legal authority to do certain of the items set forth on page 3, such as broadening the scope of the Emergency Leave Bank and seeking outside employment prospects for spouses. I think we really need to scale down our expectations for such a Center.

- App. D, p.4, Objective III - Once again, I question whether the Agency has or will have the resources to implement this recommendation. As you are painfully aware, this Center would have to compete with other high profile and priority items for slots and funding. I believe we need to think about a smaller, more streamlined Center than the one proposed.

2. I appreciate the opportunity to comment on this important matter. Please contact me if you should have any further questions.



E. Page Moffett

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ORIG: DD/OCA: [REDACTED] (21 Aug 92)

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